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Defense Resources Management Institute (DRMI)

DRMI Newsletter

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DRMI Newsletter

Issue 46

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DRMI Program Mission

Established in 1965, DRMI's mission is to enhance the effective allocation and use of scarce resources in modern defense organizations by developing participants' analytical decision-making skills. DRMI faculty teach key concepts in management, economics, and quantitative reasoning. In addition, the DRMI curriculum uses real-world cases in contexts that include contemporary issues.

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Get promoted? Change jobs? We want to hear from you! Stay connected with DRMI by sending us your news and making sure we have your current email address. When a new newsletter becomes available, we'll send you an email with a newsletter link so you can keep in touch with your classmates and stay informed on the latest with DRMI. Send your news to drmiadmin@nps.edu.

Connect With DRMI on Facebook!



Did you know that DRMI is on Facebook? Add DRMI Courses as a friend at www.facebook.com/drmi.courses to stay in touch with past, present, and future DRMI participants.

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DEFENSE RESOURCES MANAGEMENT INSTITUTE



Natalie Webb
Executive Director,
DRMI

Natalie's Nuggets

Welcome from the Director

If you have seen our recent newsletters, it will not be a surprise to you that we are experiencing a lot of changes at DRMI, at NPS, and in the U.S. government in general. Within DRMI, I became executive director on 1 October, following Professor Francois Melese's service of more than two years. I'd like to take this opportunity to thank Francois, who stepped into the job under heavy pressure following Professor C.J. LaCivita's 18-year service. Throughout, Francois worked extremely hard to take care of DRMI faculty, staff, and participants. Thank you!

On 1 September, DRMI joined the Graduate School of Business and Public Policy (GSBPP) at the Naval Postgraduate School (NPS) as a newly-formed department of resources management. We hope this realignment will lead to synergies in coursework, research, and service as we work together to provide superior educational opportunities to U.S. and international students. I would like to thank Dean Jim Wirtz of the School of International Graduate Studies for his support of DRMI over the years, and Dean Bill Gates of GSBPP for welcoming DRMI faculty and staff in an inclusive and open manner.

The Naval Postgraduate School has recently undergone changes in leadership, with a new president, provost, and chief of staff appointed within the past several months. VADM Ronald Route, USN (ret.) joined NPS as the president on 4 October, succeeding RDML Jan Tighe. Dr. Douglas Hensler joined NPS as the provost in July, and Capt. Deidre McLay,

(Continued on page 4.)

Resident Programs

Defense Resources Management Course (DRMC) 13-5 Concludes

DRMI faculty concluded the Defense Resources Management Course (DRMC) 13-5 on 13 September. The course, which began on 19 August, had 31 participants from the following 10 countries: Denmark, Germany, Italy, Mongolia, Oman, Pakistan, Papua New Guinea, Saudi Arabia, Ukraine, and the United States. Twenty-two military officers and nine civilians attended the course.

DRMI's IDMC and MCDM Participants Interface at FAO-CA Social Event

DRMI's participants in the International Defense Resources Management Course (IDMC) 14-1 and Multiple Criteria Decision Making (MCDM) 14-1 course attended a social event on 14 November 2013. IDMC and MCDM participants joined the Foreign Area Officer-Cultural Ambassadors for a reception and cultural exchange at the Hilton Garden Inn of Monterey. This event provided a great opportunity to foster security cooperation, share ideas, and answer each group's questions. The gathering was a rare occasion where the DRMI Field Studies Program was able to combine an activity for two different international groups; this made the event a richer experience for everyone who participated.



IDMC 14-1 FAO-CA Social

DRMI Thanks Active Duty Military Faculty and Foreign Area Officer-Cultural Ambassadors (FAO-CAs) for Their Service

The day 6 October 2013 was an eventful one for DRMI; it marked both the start of the International Defense Management Course (IDMC) 14-1, with its 36 participants from 23 countries, and the return of select faculty and staff for their first day back to work following the government

shutdown. Everyone at DRMI—faculty, staff, and participants alike—was extremely thankful for the service of DRMI active duty military faculty members and the Foreign Area Officer-Cultural Ambassadors Program (FAO-CAP) volunteers. They worked tirelessly in the absence of DRMI faculty and staff and graciously supported DRMI during a tumultuous period at both DRMI and the Naval Postgraduate School.

The government froze Field Studies Program (FSP) money in anticipation of a new continuing resolution; this action left the FSP program without funding for its standard events. Dedicated FAO-CAs helped hold gatherings, which limited the FSP's need to cancel or postpone events. Thankfully the FSP temporarily resolved its funding issue and took its major trip, the Washington DC Field Trip.

Following the Washington, DC trip, many FAO-CAs invited the IDMC 14-1 group to their homes for participants' first American Thanksgiving celebration.

IDMC Traveled to Washington, DC and San Francisco with Field Studies Program

International Defense Management Course (IDMC) 14-1 participants traveled to Washington, DC from 19-24 November on a Field Studies Program (FSP) field trip. The trip included briefings at the Pentagon from Mr. Ted Ogren, Directorate for Organizational and Management Planning, Office of the Director of Administration and Management, Office of the Secretary of Defense and Gregory P. Christiansen, Lt. Col., USAF, Chief, International Affairs Specialist (IAS), Program Secretary of the Air Force, International Affairs (SAF/IA). Participants also had a meeting in the Members Room at the Library of Congress with California Congressman Sam Farr on 20 November.

The following day, the group visited the United States Capitol, Library of Congress, and other important memorials. On 22 November, participants enjoyed a tour of Colonial Williamsburg, Historic Jamestown, and Jamestown Island where staff members briefed them about the beginnings of U.S. colonization and several important strate-

Resident Programs (cont.)



Briefing from Congressman Sam Farr

gic decisions that settlers made during our nation's early history. On 23 November, the participants visited Arlington National Cemetery and witnessed the changing of the guard at the Tomb of the Unknown Soldier and a wreath laying ceremony. Following the visit to Arlington, participants enjoyed dinner together and saw the memorials at night. On 24 November, just before heading home, the participants visited the National Air & Space Museum, Udvar-Hazy Center. After returning to Monterey participants presented their FSP American Culture briefings to other participants and the DRMI faculty.

On 7 December the FSP took the participants for a day trip to San Francisco. Participants enjoyed seeing the Golden Gate Bridge, the Palace of Fine Arts at Golden Gate Park, Union Square, Chinatown, Pier 39, and Fisherman's Wharf.

Budget Preparation, Execution, and Accountability (BPEA) 13-1 Concludes



Mark Hladky

DRMI conducted an eight-day course titled, "Budget Preparation, Execution and Accountability" (BPEA) from 16-25 September. This course provided principles and concepts for preparing and executing defense budgets. The 22 participants came from nine different nations: Argentina, Columbia, Lebanon, Liberia, Malaysia, Norway, Pakistan, Saudi Arabia, and the United States. DRMI faculty for the course included Dr. Bob McNab, Dr. Jonathan Lipow, Dr. Francois Melese, Dr. Diana Angelis, Maj Mike McPherson (USAF), LCDR Sam Dowell (USN), Lecturer Mark Hladky (course

coordinator), and Lecturer Luis Morales. The faculty began the discussion with a general planning, programming, budgeting, and execution system (PPBES) framework and illustrated how planning and programming supports national defense objectives and priorities. The faculty and participants then discussed how this kind of system allocates resources within a budget. The participants worked through several case studies designed to capture the process of translating top-level guidance and integrating it at lower organizational levels to create a defensible budget, implement funds control, and establish performance management and accountability in the resource allocation process.

International Defense Management Course (IDMC) 14-1 Concludes

International Defense Management Course (IDMC) participants graduated 13 December in a ceremony that DRMI faculty and staff held in the Herrmann Hall Barbara McNitt Ballroom. The IDMC began on 7 October and had 37 participants, 35 of whom are internationals (the two U.S. participants were members of the U.S. Marine Corps and the DRMI faculty). Participants came from the following countries: Albania, Armenia, Belize, Bulgaria, Czech Republic, Jordan, Latvia, Lebanon, Liberia, Lithuania, Macedonia, Malawi, Maldives, Morocco, Nepal, Pakistan, Romania, Saudi Arabia, South Korea, South Sudan, Sri Lanka, the United States, and Uruguay.

Multiple-Criteria Decision Making (MCDM) Concludes

DRMI faculty concluded a Multiple-Criteria Decision Making (MCDM) course on 22 November 2013. The course began 12 November, and included 10 participants from the United States, the Dominican Republic, Lebanon, Romania, and Saudi Arabia. DRMI faculty provided lectures and case studies that participants need for developing the tools to address decision problems with many objectives, which are often conflicting. Participants applied the techniques from the course to projects of their own choosing, based on issues that their own organizations have faced. ■

Mobile Programs

DRMI Workshop in Kazakhstan

DRMI conducted a Strategic Budgeting workshop for 16 participants from the Ministry of Defense of Kazakhstan, 9-13 September 2013. This was DRMI's eighth event in Kazakhstan and the most recent in a series of workshops that began in November 2007. All of these events have been funded as part of the Defense Institution Building (DIB) program, managed by OSD (Policy). DRMI is proud to support this program and looks forward to continuing its involvement with both Kazakhstan and DIB.



Al Polley

DRMI conducts Resources Management Course (RMC) in Jordan

Associate Professor Jomana Amara (course coordinator), Lecturer Luis Morales, Assistant Professor Jason Hanson, and Senior Lecturer Stephen Hurst delivered a three-week Resources Management Course (RMC) for the Jordan Armed Forces from 10-27 November. The class had a good mix of participants, including 24 officers representing the various services. The DRMI faculty presented a series of stimulating lectures, case studies, and problems; this provided participants with the analytical basis for cost-effectiveness analysis, focusing on aspects of national security and decision making processes for defense resources management and allocation.



Jomana Amara

DRMI Conducts Assessment in Macedonia



Francois Melese

Professor Francois Melese conducted an assessment of the Planning-Programming-Budgeting System (PPBS) for the Ministry of Defense of the Republic of Macedonia. In early December, Professor Melese reviewed the "Long-Term Defence Development Plan,"

Natalie's Nuggets (cont.)

USN, was recently appointed chief of staff. NPS leadership continues to focus on providing top-quality education to U.S. naval officers along with members of other services and nations. In addition, NPS remains focused on improving its processes and procedures in light of recommendations made by the 2012 Navy Inspector General's report. At DRMI, we continue to offer programs to enhance the effective allocation and use of scarce resources in modern defense organizations by developing participants' analytical decision-making skills.

In Washington, D.C., our leadership continues to cope with budget uncertainty while trying to plan for current and future military operations. The Honorable Robert Hale, the Under Secretary of Defense (Comptroller) and Chief Financial Officer for DoD (and the chair of DRMI's Policy Guidance Council) recently noted in a *Defense One* article that chopping defense spending at a time of budget uncertainty is "like buying an insurance policy with a greatly raised deductible—if you have to make a claim, there will be great regrets."¹ He went on to state that, regardless of the particular planning scenario, the enormous budget uncertainty negatively impacts the DoD; when planners examine very wide ranges of budget numbers, they face great difficulty in predicting the effect of budget cuts on military operations and readiness. He suggests that proposed cuts will "substantially risk force readiness, reduce procurement along with investment in research and development, and threaten recruitment and retention of mid- and junior-level talent."² However, Mr. Hale remains "cautiously optimistic" that "negotiators in Congress will come up with a "micro-deal" that would lift some of sequestration and perhaps limit defense cuts to \$20 billion-\$25 billion rather than the \$50 billion required under the 2011 Budget Control Act."³ Perhaps more today than at any other time, DoD must make wise use of defense resources.

(Endnotes on page 8.)

Mobile Programs (cont.)

discussed potential improvements to the current budget system, and explored opportunities for gains in efficiencies and effectiveness with the Ministry of Defense. This effort complements the ongoing effort by the Ministry of Defense to improve its allocation of scarce defense resources.

DRMI Graduates Panama Course



Luis Morales

Associate Professor Diana Angelis, Assistant Professor Jason Hansen, and Lecturer Luis Morales conducted the first-ever mobile course in Panama from 9-13 September 2013. DRMI faculty presented the Budget Preparation, Execution and Accountability course to 24 participants representing the national police, border, and aeronautical services of the Ministry of Public Security. As the title implies, the course focused on the formulation and execution of defense budgets. The concepts that the faculty discussed included the following: linking defense strategies to budgets, translating programmatic decisions to detailed cost estimates, justifying and defending budget submissions, dealing with budget uncertainty, and executing and reconciling approved budgets. The response was so overwhelmingly positive among participants that several senior-level course participants met with personnel from the U.S. Embassy Office of Defense Cooperation to coordinate several more DRMI courses over a two-year period. ■

Research and Publications

Hansen and Lipow Publish



Jason Hansen

Assistant Professor Jason Hansen and Associate Professor Jonathan Lipow published an article entitled "Accounting for systematic risk in benefit-cost analysis: A practical approach." It appears in Volume 4, Issue 3 of the *Journal of Benefit Cost Analysis*.

Angelis Completes IMET-Funded Research Project

Dr. Diana Angelis, Dr. David Ford, and Mr. John Dillard completed a research project on the use of real options in the Javelin anti-tank missile program. International Military Education and Training (IMET) funded the work; the project yielded a case study with supporting materials and a paper titled, "Valuation of real options as competitive prototyping in system development," which project participants submitted to the *Defense Acquisition Research Journal* for consideration.



Diana Angelis

MacKenzie Publishes



Cameron MacKenzie

MacKenzie, C. A., Barker, K., & Santos, J. R. (2013). Modeling a severe supply chain disruption and post-disaster decision making with application to the Japanese earthquake and tsunami. *IIE Transactions*. In press.

Sullivan Publishes

Assistant Professor Ryan Sullivan recently had two co-authored articles accepted for publication.

Cunha, J., Sullivan, R., Can, M. & Yalcinkaya, H. (2013). Expedited citizenship for sale: Estimating the effect of Executive Order 13269 on non-citizen military enlistments. *Applied Economics*. In press.



Ryan Sullivan

Hong, S. & Sullivan R. (2013). The effects of subsidies for childbearing on migration and fertility: Evidence from Korea. *Singapore Economic Review*. In press.

Melese and MacKenzie Receive Defense Security Cooperation (DSCA) Grant

Assistant Professor Cameron MacKenzie and Professor Francois Melese received a

Research and Publications (cont.)

grant from the Defense Security Cooperation Agency (DSCA) to identify measures of effectiveness for security cooperation programs. This research will develop a framework for measuring selected security cooperation programs' effectiveness. The research will begin by identifying the goals and specific objectives that each program is intended to achieve, and the researchers will recommend data collection methods to measure outcomes and answer questions that relate directly to those objectives. Identifying metrics will enable DSCA to quantify the effectiveness of specific programs, which include both hard and soft power. Over the long term, gathering the right metrics can help DSCA identify the most cost-effective programs.

Lipow, Simon, and Seifert Publish



Jonathan Lipow

A paper by Dr. Jonathan Lipow and Dr. Jay Simon, "Aptitude, attitude, and the mobilization of military manpower," was accepted for publication at *Defense and Peace Economics*.

A paper by Dr. Jonathan Lipow and LCDR Anthony Seifert, "Pareto superior reform of the U.S. military retirement system," was accepted for publication at *Defense Policy*.

Angelis and McNab Study Computer Based Training

Dr. Bob McNab and Dr. Diana Angelis completed work on a paper titled "Does computer-based training impact maintenance costs and action? An empirical analysis of the U.S. Navy's AN/SQQ-89(v) sonar system." They have submitted the paper for publication.



Bob McNab

Regnier Participates in OPNAV Sponsored Logistics-Centric Game

The Office of the Chief of Naval Operations (OPNAV) sponsored the Logistics-Centric Game (LCG) 2013, 19-20 November at the

Center for Naval Analysis in Alexandria, VA. This war-game's overall objectives were to identify and stress logistics vulnerabilities on joint force power projection, enhance and inform war fighter awareness to criticality of logistics continuity, and identify logistics factors of concern to inform policy and programmatic decisions. Fuel logistics continue to be a key vulnerability and DoD has not modeled or adequately considered these logistics in their processes.⁴ According to Ms. Sharon Burke, Assistant Secretary of Defense of Operational Energy Plans and Programs (ASD OEPP), DoD is preparing for anti-access/area-denial, which will put the supply chain "fully in play in the battle-field."⁵

Participants came from the Defense Logistics Agency (DLA), U.S. Transportation Command (TRANSCOM), Military Sealift Command (MSC), Naval Supply Systems Command (NAVSUP), Joint Staff, and the following OPNAV groups: Fleet Readiness and Logistics (N4), Policy, and Operations (N3/N5), Deputy Chief of Naval Operations (DCNO) for Information Dominance (N2/N6), DCNO Resources, Requirements, and Assessments (N8), and the DCNO for Warfare Systems (N9), among other organizations. OPNAV asked Dr. Dan Nussbaum and Dr. Regnier to participate as representatives of the Naval Postgraduate School's Energy Academic Group (EAG). Dr. Nussbaum serves as the chair of the EAG, a new NPS academic group. For more information on the EAG, please see the following website: <http://nps.edu/energy>.

In addition to its relationship to risk and logistics in the DRMI curriculum, the LCG is highly related to Dr. Regnier's research on the fully burdened cost of supply under threat. In 2013, Drs. Regnier and Nussbaum advised an MS thesis titled, "Resource burden of logistics to navy ships under threat scenarios"⁶ and have worked for several years researching the fully burdened cost of fuel logistics. (*Endnotes on page 8.*)



Eva Regnier

Regnier Publishes

Dr. Eva Regnier co-authored an article with Steven Shechter that examines the challenge that medical decision making faces when predicting disease progression, for example HIV. The paper compares the errors associated with sampling error due to sparse data with the errors associated with reducing the model size, which is a common way of dealing with limited data. The authors show that reducing model size often induces larger errors than sampling, and creates a bias to overestimation of remaining lifetime for patients in poor health states, and underestimating remaining lifetime for patients in better health states. Regnier and Shechter recommend using larger model sizes and using interpolation to estimate model parameters when data are sparse.

Regnier, E.D. & Shechter, S.M. (2013). Lumping and sampling error in Markov models of disease progression. *Statistics in Medicine* 32(22):3862-3880. DOI: 10.1002/sim.5808.

Regnier Facilitates Energy Executive Education Course

Dr. Eva Regnier served as a facilitator on the Energy Executive Education course 23-27 September at the Naval Postgraduate School. A diverse mix of naval officers, senior enlisted, and DoD civilians attended the course. The Energy Academic Group (EAG) and Cebrowski Institute tailored the course to empower senior leaders to foster cultural change in support of Secretary of the Navy Ray Mabus' energy security goals and initiatives. This was the second course to take place in 2013 and leadership hopes to continue them periodically in the future.

DRMI Faculty Develop Financial Management Certification

Managing resources in today's fiscal environment is a tough job and by all accounts it is only becoming more difficult. Recognizing this, in 2011 the Undersecretary of Defense (Comptroller), Mr. Robert Hale, launched an initiative to ensure Department of Defense (DoD) Financial Managers are prepared to assist decision makers across the DoD. The initiative is the DoD Financial Management Certifica-

Future Course Dates

- **13-24 Jan**
Human Capital Resources Management (HCRM)
- **27 Jan – 7 Feb**
Risk Management Course
- **10 Feb – 18 Apr**
International Defense Management Course (IDMC)
- **17-21 Mar**
Performance Management and Budgeting (PMB)
- **21 Apr – 2 May**
Risk Management Course
- **21 Apr – 15 May**
Defense Resources Management Course (DRMC)
- **19 May – 13 Jun**
Defense Resources Management Course (DRMC)
- **28 May – 6 Jun**
Budget Preparation, Execution, and Accountability (BPEA)
- **16 Jun 11 Jun**
Defense Resources Management Course (DRMC)
- **14-25 Jul**
Multiple Criteria Decision Making (MCDM)
- **4-28 Aug**
Senior International Defense Management Course (SIDMC)
- **3-26 Sep**
Defense Resources Management Course (DRMC)

Research and Publications (cont.)

tion Program, which will require all DoD Financial Managers to have the appropriate level of financial management (FM) certification for their required duties.

Early in the process, the Office of the Under Secretary of Defense (OUSD) Comptroller (C) selected DRMI, along with a handful of other DoD education and training providers, to give guidance and develop content. In August of 2013, DRMI faculty completed the first two courses: “Budget Formulation, Justification and Presentation” and “Accounting Analysis.” The former course highlighted techniques for establishing and defending budgets, and the latter course focused on interpreting cost and accounting data. The OUSD (C) recently has asked DRMI faculty for their assistance with two additional online courses: “Accounting Analysis for Decision Makers” and “Accounting Analysis Tools, Techniques and Methods.” DRMI faculty designed both courses for senior level decision makers. The first course will focus on weighing

economic considerations as part of the decision making process and the second course will provide a senior level review of the best quantitative tools, techniques, and methods available to DoD leaders. To ensure a broad and well thought out series of courses, DRMI leadership has tapped a large group of experts on its faculty from multiple disciplines to produce these courses. Both courses should be complete and open to the DoD FM community by early spring 2014.

Clearly, the DoD FM community and decision makers at all levels will benefit from DRMI’s contribution, but the benefits are reciprocal. For DRMI this is both an opportunity to have a lasting impact on the DoD and to showcase the quality of DRMI’s in-residence and mobile teams.

Melese and Lipow Receive Defense Security Cooperation Agency Research Grant

Dr. Jonathan Lipow and Dr. Francois Melese were awarded a grant by the Defense Security Cooperation Agency to identify and

Melese, Richter, and Webb work on NATO Building Integrity Initiative

Professor Melese wrote the opening remarks and Dr. Anke Richter and Dr. Natalie Webb edited the North Atlantic Treaty Organization (NATO) *Building Integrity Conference Proceedings*, which DRMI published and NATO headquarters distributed to allied and partner countries. With the support of NATO and the Office of the Secretary of Defense (OSD)-Policy, DRMI organized the conference, which took place in Monterey, CA February 25-28, 2013. (Download proceedings PDF: http://www.nato.int/nato_static/assets/pdf/pdf_topics/20131111_130225-BI-conference.pdf.) An outcome of the conference was the decision to publish a second volume of the *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices* as part of NATO’s Building Integrity initiative. Dr. Richter and Dr. Melese will edit this second volume and they are currently soliciting contributions from allied and partner countries. (Download compendium PDF: http://www.nato.int/nato_static/assets/pdf/pdf_topics/20120607_BI_Compendium_EN.pdf.)



evaluate alternative methods of financing Foreign Military Sales (FMS) transactions.

Webb Presents Papers at Conference

Associate Professor Natalie Webb presented two papers at the Association for Research on Nonprofit Organizations and Voluntary Action annual conference in Hartford, CT 21-23 November. They were titled as follows: "De-standardizing fundraising ratios again: One size does not fit all," which used the case study of military and veterans' nonprofits in comparison with other groups to shed light on the use (and misuse) of fundraising ratios as standards for performance and conduct of nonprofits and "How early experiences of voluntarism impact intellectual approaches as an academic economist." ■

DRMI Faculty Service

Hansen Reviews Articles

Dr. Jason Hansen reviewed journal articles for the *Journal of Hydrology* and *Water Resources Research*.

Lipow Teaches Economics of National Security

During the fall quarter, Dr. Jonathan Lipow taught a class on the economics of national security (NS 3040) for the NPS National Security Affairs Department. Students came from all branches of the U.S. armed forces, as well as from Yemen, Uganda, and Turkey.

Lipow Publishes Book Review

Dr. Jonathan Lipow published a book review of "Scraping the barrel: The military use of substandard manpower, 1860-1960" in *Political and Military Sociology: An Annual Review*.

Sullivan Teaches Economics of Global Defense Environment

During the fall quarter, Assistant Professor Ryan Sullivan taught GB3070, Economics of the Global Defense Environment in the Graduate School of Business and Public Policy at the Naval Postgraduate School.

Melese Reviews Swiss National Science Foundation Grant

The Swiss National Science Foundation (SNSF) asked Professor Francois Melese

to review a grant application for a major international research project in order to receive funding. The official request stated, "The Swiss National Science Foundation is the most important funding agency in Switzerland and is responsible for the scientific evaluation of research proposals. In order to ensure the objectivity of its selection procedures, the SNSF relies on the help of external experts who are internationally recognised and active in the research fields of the projects submitted for evaluation." For more information on the SNSF, please see the following website: <http://www.snf.ch/E>.

MacKenzie Reviews Singapore National Research Foundation Funding Proposal

Assistant Professor Cameron MacKenzie reviewed a major international research funding proposal on behalf of the Singapore National Research Foundation (NRF). The Singapore NRF is a department within the Prime Minister's office dedicated to setting the national direction for research and development.

MacKenzie Reviews for Journals

Dr. Cameron MacKenzie reviewed submissions for two journals: *Risk Analysis* and *IIE Transactions*.

Angelis and McNab Advise Future DRMI Military Faculty Member

Dr. Diana Angelis and Dr. Bob McNab advised a future DRMI military faculty member, Maj Jan-Hendrik Zurlippe, who completed his Master's at NPS in December. Maj Zurlippe developed a total compensation model for a Peacekeeping Brigade (PKB) that extended traditional compensation cost models by including not only active duty costs, but also retirement benefits. By doing so, the model allowed decision makers to evaluate the long-term consequences of compensation and force structure alternatives. This research applied the model to a real-world case, the PKB, and he will present his results to the Armenian Army in 2014.

NPS Faculty Elect Lipow to Scholarship Committee

The NPS faculty elected Dr. Jonathan Lipow to a position on their Scholarship Committee for a three-year term.

Webb Serves on Board and Reviews Articles

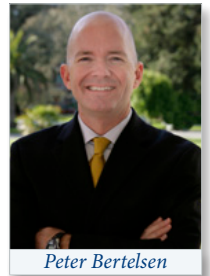
Associate Professor Natalie Webb, an editorial board member of the journal *Nonprofit Management and Leadership*, attended the annual board meeting in Hartford, CT on 21 November.

Associate Professor Natalie Webb reviewed articles for *Nonprofit Management and Leadership*, and *Nonprofit Voluntary and Sector Quarterly* in the last quarter. ■

Faculty and Staff News

DRMI Welcomes Bertelsen to Faculty

DRMI welcomed Peter Bertelsen, Lecturer, to the faculty in October. Peter earned his BA in History from the University of California, San Diego (1992) and his MBA in International Management from the Thunderbird School of Global Management (2001). He came to DRMI from the Naval Postgraduate School's U.S. Partnership for Peace (PfP) Training and Education Center (USPTC) Program Office where, since 2010, he developed and managed security cooperation programs (workshops and short courses), engaging NPS faculty to address U.S. Combatant Command (COCOM) objectives in partner countries. He has participated in the delivery of partner capacity building and defense institution building programs in the following nations: Armenia, Bosnia-Herzegovina, Chile, Moldova, Montenegro, Portugal, Romania, and Uzbekistan. Previously, he spent more than 15 years in program development and project management roles in the private sector. Most recently, he led an economic development corporation in southwestern Montana, where he managed multi-million dollar community development revolving loan funds and a consulting program focused on assisting high growth potential organizations with business planning and strategy development. Having lived in both Spain and Denmark, Peter is conversant in Spanish and Danish.



Peter Bertelsen

Faculty and Staff News (cont.)

Armey Awarded Meheroo Jussawalla Research Prize



Laura Arney

Dr. Laura Arney, along with coauthor, Dr. Laura Hosman, received the Pacific Telecommunications Council's (PTC) 2014 Meheroo Jussawalla Research prize for their paper "The centrality of electricity for Internet uptake in low-income countries." The PTC awards the Meheroo Jussawalla Prize to the best participant research paper at the annual PTC conference. The prize is named in honor of international telecommunications scholar, Meheroo Jussawalla. It is open to all participants at the annual conference with research papers accepted for presentation.

DRMI Welcomes Bailey's Return to the Department



Kathleen Bailey

DRMI welcomed the return of Ms. Kathleen Bailey, Research Associate, to the DRMI faculty. She received her Bachelor of Arts in English and Environmental Studies from Alfred University in

2001, her Master of Arts in International Environmental Policy from the Monterey Institute of International Studies (a graduate school of Middlebury College) in 2005, and her Master of Arts in Security Studies: Western Hemisphere from the Naval Postgraduate School (NPS) in 2011. Dr. Bob McNab of DRMI and Dr. Chris Twomey of the National Security Affairs department served as her thesis advisers. Her thesis employed an econometric model and examined whether Sino-Brazilian trade and investment significantly influenced Brazil's voting affinity in the United Nations General Assembly. She has published co-authored articles with Dr. McNab in *The DISAM Journal of International Security Assistance Management* and in *Security and Defense Studies Review*. Her research interests include environmental security, energy, climate change, economic reform, and national security (both at the global and the U.S. level). Ms. Bailey first joined DRMI in June 2004, receiving a promotion to Research Associate in January 2006. After spending the last year working with a nonprofit environmental group in Santa Cruz and supporting the Center for Civil Military Relations on various projects, she returned to DRMI in October. She also serves as a Writing Coach in the Naval Postgraduate School's Graduate Writing Center, located in the Dudley Knox Library.

Future DRMI Marine Corps Faculty Member Wins Award



Maj Jan Zurlippe receives Marine Corps Superior Service Award (Photo Courtesy U.S. Navy)

Maj Jan-Hendrik Zurlippe, U.S. Marine Corps, received the 2013 Fall Quarter United States Marine Corps Superior Service Award for outstanding academic achievement and superior service. Following his graduation from NPS, Maj Zurlippe will become DRMI's newest U.S. Marine Corps faculty member. ■

Endnotes

1. Clark, C.S. (2013, November 15). Pentagon's Hale still optimistic about a budget 'micro-deal'. *Defense One*. Retrieved December 5, 2013, from http://www.defenseone.com/management/2013/11/pentagons-hale-still-optimistic-about-budget-micro-deal/73859/?oref=defenseone_today_nl?oref=d-interstitial-continue.
2. Ibid.
3. Ibid.
4. Office of the Under Secretary of Defense For Acquisition, Technology, and Logistics Defense Science Board (2008, February). Report of the Defense Science Board Task Force on DoD Energy Strategy "More Fight – Less Fuel" Retrieved December 5, 2013, from <http://www.acq.osd.mil/dsb/reports/ADA477619.pdf>.
5. Burke, S.E. (2013). Comments by Assistant Secretary of Defense for Operational Energy Plans and Programs as quoted in K. Osborn (2013, July 25). Pentagon factors operational energy into acquisition. Retrieved December 13, 2013, from <http://defensetech.org/2013/07/25/pentagon-factors-operational-energy-into-acquisition>.
6. Hathorn, B. (2013). Resource burden of logistics to navy ships under threat scenarios. (Master's thesis). Naval Postgraduate School, Monterey, CA. Retrieved December 13, 2013, from <hdl.handle.net/10945/32833>.

Recent DRMI Graduates



Class Photo DRMC 13-5



Class Photo BPEA 13-1

Recent DRMI Graduates (cont.)



Class Photo IDMC 14-1



Class Photo: MCDM 14-1

Recent DRMI Graduates (cont.)



Kazakhstan Strategic Budgeting Workshop

Additional DRMI Photos



Eva Regnier at Energy Executive Conference (U.S. Navy photo by Shawn J. Stewart)

Additional DRMI Photos (cont.)



FAO-CA Social Attendees



FAO-CA Social Attendees



FAO-CA Social Attendees



Minister of Defense and State Secretary (Macedonia)



IDMC 14-1 at the Capital



Macedonia MoD PPBS Assessment